

SECTION 9.05 INTRODUCTION

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Dealing with employee problems is one of the most challenging jobs of the supervisor. Sometimes these issues are very clear and the action required is self-evident (i.e., disciplinary action for a blatant infraction). Other times the issues are more complex, particularly when personal problems seem to be having an impact on work performance or when an employee's previously satisfactory performance deteriorates.

This chapter is designed to assist supervisors with some of these more difficult issues. The supervisor's focus must be on work performance issues and assisting the employee to correct any deficiencies. A variety of tools are available to you including coaching and counseling, referral to the Employee Assistance Program (EAP), and discipline. Resources available to help you in determining the appropriate approach are your personnel officer and the EAP supervisory consultation services. Each situation you will encounter is unique and requires an individualized approach with consideration of all the factors.

The EAP is a resource available to all employees to assist in dealing with a wide variety of problems.